

WORK PLAN DEVELOPMENT

Elements of Work Plans (example)

Mission Statement: The mission statement has one clear and simple message; it states the purpose of the organization.

The purpose of the Sampleville Business District Main Street Program is to develop and promote a healthy and prosperous neighborhood business district within the context of cultural and historic preservation.

Goals: The goals are more specific statements of purpose, which can be clearly divided into a committee structure. Usually it is best for each committee to have only one goal. This goal should reflect the general purpose or mission of the committee.

Board of Directors - Provide effective centralized management of the neighborhood business district and increase involvement in the program.

Promotion Committee - Promote the neighborhood business district as the community's social, cultural, and economic center.

Design Committee - Encourage visual improvements through good design compatible with historic features.

Economic Restructuring Committee - Strengthen and broaden the economic base of the neighborhood business district.

Issues: Issues are typically classified as “problems” or “unmet opportunities”. They are not usually focused on just one activity, but tend to be broader, encouraging a number of possible activities.

There aren't enough things for kids to do in the neighborhood business district.

Objectives: Objectives are specific statements of how a goal will be reached. They usually outline the major areas of responsibility for committees. Objectives give structure to the numerous activities undertaken and help explain why a specific activity has been chosen. Objectives are usually issues that have been turned into positive action statements. Objectives might also be measurable.

Provide [two] more activities for children in neighborhood business district.

Activities: Activities are specific projects that have an identified timeframe. When completed, they are usually recognized as tangible accomplishments, such as an Easter parade or building inventory.

Tasks: Tasks are specific steps required to complete an activity.

Developing Workable 12-24 Month Action Plans

Step 1: Goal setting session for Board of Directors (4 to 5 hours to complete)

- List issues at random.
- Determine what area of concentration each issue fits under (organization, promotion, design, economic restructuring, & possibly parking). Group them together, and then delete duplicates. Note that the areas of concentration are reflective of the Main Street committee structure.
- Determine priorities. Remove the rest of the issues.
- Create objectives. Each objective statement should begin with an action verb.
- Create a goal statement for each committee based on the objectives--the organization "stuff" usually falls to the board or a subcommittee of the board.
- Create an overall mission statement to guide the organization, use the committee goal statements as a reference (if a mission statement has already been created, check it against the committee goals to see if it is still reflective of what the organization is working towards accomplishing).

Step 2: The Board of Directors should come up with a list of potential committee members based on the objectives for each committee.

Step 3: "Activity planning" brainstorming session (about 2 hours per committee)

- List possible activities under each objective.
- Determine priority activities for each objective.

Step 4. "Action planning" session (2 or 3 hour-long meetings to complete).

- Discuss possible timelines for each priority activity (i.e. when should this be started and how long will it take from beginning to end).
- Complete an "action plan" for *each* priority activity in which planning will need to begin within the next two-three months.
- Fill out a "timeline" sheet. Put all priority activities from the committee somewhere on the form. Think about what the workload will mean for those implementing activities -- is it realistic? Adjust as needed. The Board of Directors should approve the finished timeline.

Step 5: Refer back to your completed timeline sheet at each committee meeting. The committee or task force responsible for an upcoming activity should fill out an "action plan" as each activity draws nearer. If the activity has a completion deadline, scheduling from the deadline backwards may prove useful. Plan for "Murphy's Law"!

Board of Directors Goal Setting Session - Example

-Mission Statement: *The purpose of the Sampleville Business District Main Street Program is to develop and promote a healthy and prosperous neighborhood business district within the context of cultural and historic preservation.*

	GOALS	OBJECTIVES
BOARD OF DIRECTORS	Provide effective leadership and increase involvement in the program.	<ul style="list-style-type: none"> • Improve all channels of communication. • Stabilize and increase funding. • Develop a five year plan. • better overall community involvement. • Restructure committees to function more efficiently.
PROMOTION COMMITTEE	Promote the commercial area as the community's social, cultural, and economic center.	<ul style="list-style-type: none"> • Market a positive image of the commercial area. • Encourage more local shopping. • Continue and strengthen existing successful promotions. • Develop a formal evaluation process for promotions. • Expand distribution area of informational materials about the commercial area.
DESIGN COMMITTEE	Encourage visual improvements through good design compatible with historic features.	<ul style="list-style-type: none"> • Educate both members and the public about good design elements. • Give input as needed into design review process. • Develop and begin implementing a plan for visual enhancement within the context of historic and cultural preservation. • Identify and implement a program for needed public improvements.
ECONOMIC RESTRUCTURING COMMITTEE	Strengthen and broaden the economic base of the commercial area.	<ul style="list-style-type: none"> • Develop a retention and expansion program including education of good business practices. • Develop and implement a market profile, recruitment plan, and package. • Increase communication with the commercial area property owners. • Develop and maintain a system to provide vacancy and sales information on commercial district properties.

Committee Activity Plan - Example

Committee: PROMOTION		Objective: Market a positive image of the neighborhood business district
Possible Activities:		
	<ul style="list-style-type: none"> Produce a business directory for the neighborhood business district * 	
	<ul style="list-style-type: none"> Series of image building ads in local media outlets * 	
	<ul style="list-style-type: none"> Monthly letters to the editor 	
	<ul style="list-style-type: none"> Change logo to better reflect the neighborhood 	
	<p>NOTE: Those activities with *'s indicate those that were determined most important to accomplish in the next twelve to eighteen months</p>	

After brainstorming all possible activities, determine those most important. Create timelines based on those activities. Remember to be realistic in expectations of how much can actually be accomplished in a year.

Committee Work Plan - Example

Committee: **PROMOTION**

Committee Goal: Promote the neighborhood business district as the social, cultural, and economic center.

Activity: Produce a business directory

Objective of activity: Market a positive image of the neighborhood business district.

Task	Member Responsibility	Due Date	Done	Budget
1. Complete Business Inventory	ER Committee	April	✓	See ER
2. Categorize Business Type	Susan	1-May	✓	\$0
3. Design Brochure Format	Jeff	1-May	✓	\$10
4. Obtain Base Map for Layout	Tom	1-May	✓	\$0
5. Budget Estimate	Pam and Treas.	1-May		\$0
6. Identify Public Parking Areas	Tom and District	1-May		\$0
7. Indetify Major Landmarks	Tom and District	1-May		\$0
8. Design Mock-up	Jeff and Artist	1-Jun		\$150
9. Printing Bids	Pam and Jeff	9-Jun		\$0
10. Approve Print Sample	Jeff, Tom, Pam	1-Jul		\$0
11. Print Brochure	Printer	12-Jul		\$2,100
12. Indentify Distribution Sites	Susan	15-Jul		\$0
13. Distribute Borchures	Committee	21-Jul		\$0
14. Distribution Sites Checked and Refilled	Director/Committee	Monthly		\$0
TOTAL				\$2,260

Committee Timeline - Example

Committee: **PROMOTION**Committee activities and task
force objectives

CALENDAR OF EVENTS AND TASKS

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Poll membership re: successful promo														
Change logo														
Annual clam bake														
Classic auto show														
Morning madness														
4th of July parade														
Produce a business directory														
Image building directory														
Image building ads														
Sidewalk sale														
Christmas: lighting/decorations														
Christmas: Santa Lucia Festival														
Christmas: advertising														
Christmas: holiday fashion show														
Christmas: window display contest														
Christmas: brochure														
Stormy night sale														
Thanksgiving weekend sale														
Christmas: Santa's arrival														
Christmas: Carolling														
Christmas: open house weekend														